



THE LENS
CHANGING PERSPECTIVES

Annual Report 2016-17

Introduction from Chair

I am delighted to present our Annual Report for the first full year of The Lens. It reflects an eventful and busy year. The report covers the period 6 April 2016 to 5 April 2017 although given the speed of change at the social enterprise, the relative start up nature of the organisation and also that it is already six months since our year end we do make some observations of important events since the year end.

In the year under review, we partnered with four organisations. In these, we trained 23 enablers, 17 judges and 28 intrapreneurs secured grants of £60,000. I am very grateful to The Robertson Trust who supported the initial investment funds. We have continued to work with our founding charity partners Loretto Care, Cornerstone and Princes Trust and welcomed Alzheimer's Scotland. Since April 2017 we have initiated work with Children's Hospice Association of Scotland and other charities are set to partner with us.

With generous support from Wm Grant Foundation, we also ran our first joint programme with Includem, Beatson Cancer Care, CLAN Cancer Care and Aberdeen Alcohol and Drugs Action with a hugely successful final comprising of 16 intrapreneurs in June 2017. I attended the final and was inspired by the level of innovation presented to the judges. It highlighted to me that the programme adopted by the Charities has the potential to drive real change and innovation with those organisations who have adopted the programme. It was also good to see not only great collaboration within the charities but also between them.

Since year end, we are continuing with success and growth, extending to work with 11 organisations, training an additional 80 enablers and 27 judges. We supported a further 69 Intrapreneurs and their ideas, helping them secure over £195,000 of investment.

I am very pleased to report that in 2016, Renfrewshire Council became our first public sector partner. Following our year end in May 2017 we had a record number of finalists with the Council with some real innovation from new found intrapreneurs. Renfrewshire Council will launch its second programme increasing its reach from 700 to 2,000 staff in November 2017. As we go to press with this report, Stirling Council has just become the second local authority to partner with The Lens and I am confident we will see further growth in public sector.



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Introduction from Chair

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We have evidenced how The Lens can impact positively on public sector reform and will work closely with the Scottish Government to enhance this. We are particularly keen to see how The Lens can promote greater collaboration across third, public and private sector.

The Lens has proven its value and impact and we have ambitions to grow further, releasing the creativity and talent in our organisations to improve peoples lives. Our first independent evaluation report was published in October 2016. This provides clear evidence that The Lens promotes a culture of innovation, engages the workforce and builds momentum for change, developing people and ideas. It is in the spirit of Scotland CAN DO which seeks to build a culture of entrepreneurship and innovation at all levels of society.

I would like to thank my fellow Board members, the Scottish Government, William Grant Foundation, Robertson Trust, our partner organisations and Bob Keiller at AB15 and Espark for all their support.

Finally the team led by Chief Executive Steve McCreadie have done a fantastic job in delivering programmes to 4 third sector partners in the year under review, our first full year, with £60,000 investment awarded to the most innovative ideas. As we go to press, The Lens has helped secure a total of £255,000 including £105,000 of match funding, awarded to 82 intrapreneurs in 11 partner organisations. Importantly, many of the intrapreneurs also secured senior leaders sponsorship and in kind support, helping the crucial implementation phase.

The team under Steve's guidance has grown in confidence during our first full year and I congratulate them all on what they have delivered and commend them for their dedication and commitment.

Ken Barclay
Chair, The Lens



Our Impact

We have now

- Partnered with 11 organisations
- Trained 103 Enablers
- Supported 44 Judges
- Developed 96 intrapreneurs
- Turned 37 ideas into action
- Seen £255,000 invested in ideas from people closest to front line, including £105,000 levered in



“It goes way beyond delivering a service, it’s transforming peoples lives – that’s what The Lens is all about.”

Jan Beattie, Deputy Director of Workforce Development,
Alzheimer Scotland

Independent Evaluation of The Lens Programme

The Lens, supported by the Big Lottery Fund Scotland, commissioned the first independent evaluation of our Programme, published in October 2016. You can read the [Executive Summary](#) or the full [Evaluation Report](#) but we've summarised the key findings below.

The evaluation found The Lens increased resilience, developed confidence, widened networks and built the skills of participating intrapreneurs. It enabled them to develop and test their ideas and to have them heard through training them to communicate to their full potential at an exciting final. It also found where teams were given the task of judging the final and allocating investment to the successful pitches, this made them feel valued, allowed them to identify key front line staff and this enabled workforce innovation.

The ideas put forward were seen to have a strong fit with organisational objectives, and senior team members thought these had a strong potential to make a difference. There were also a few ideas that challenged “the way things are done around here”. The Lens added value by enabling significant development of two thirds of the ideas.

“The people who made it to the final are not all people you would have expected, people have talked about it in really positive terms since. People can see that it was the first time and that it can be built on. It has been positive and more positive than I expected.”

Enabler/ Senior Team Member

“Innovation was always expected of us as managers. We were always expected to look for talent that's tricky when you have a day job that is about regulation. We set up ways to share ideas at a regular forum and online. I would say we have got a very innovative workforce but we often didn't have the time because you're often responding to changes outside.”

Manager



Outcomes

- ‘Widened participation and engaged more of the workforce in innovation, and included those who were considered not the usual suspects.
- Found and developed useful ideas that had a strong strategic fit, including a few game changers.
- Developed capacity and skills, wider networks and cross organisational awareness.
- Generated momentum and created a buzz around innovation’.



The Lens Independent Evaluation, ViE 2016

“[The Lens] has supported our commitment to developing the leadership skills of our workforce, it’s helped us with our succession planning and we’ve got some great service ideas as well.”

Angela Morgan, CEO, Includem

The Lens in Action



Research ([Employee Engagement Does More than Boost Productivity, Harvard Business Review](#)) shows that organisations with high levels of employee engagement:

- Are 22% more productive.
- Have lower absenteeism and staff turnover.
- Find staff want to come to work, they understand their jobs, and know how their work contributes to the success of the organisation.

Mairi Martin, HR Director at Cornerstone said:

“One of the biggest challenges to innovation is that staff are engaged. You need something to make a positive difference, and the challenge is how you actually do that. I’m really excited because I think The Lens, over the coming years, will give our staff the opportunity to do things they will never been able to do before and that’s like gold dust. And for us, we see this as a great way to engage staff.”

Cornerstone saw their staff engagement increase, measured through staff survey, during their partnership with The Lens.

You can hear more from Mairi Martin about why Cornerstone partnered with The Lens in our [video](#).



Intrapreneur, **Kasia Owczarek**, identified a problem at Renfrewshire Council. The translation service that was being used was expensive, difficult to use and did not meet the needs of their customers. This resulted in high costs for the council and, in some cases, the service not being used at all.

Her winning idea, pitched at their Final in May 2017 was to develop an Interpreter’s Bank. It would take the elements of the service in-house which would provide the necessary language support for those trying to access council services in a format which is inclusive and beneficial to the customer. It would also reduce costs from £174 per hour to £68, a saving of 61%.

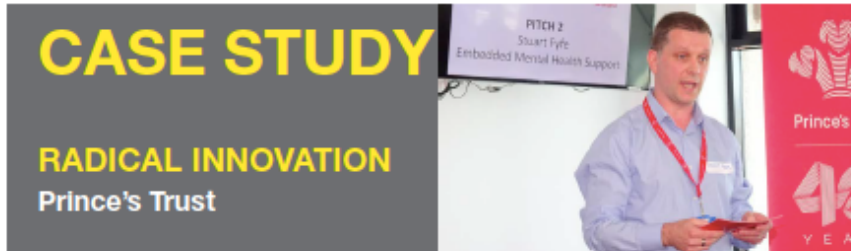
Kasia plans to run a pilot project with 6 schools in Paisley at a cost of £15k. This will allow her to evaluate the feasibility, time, cost of the Bank as well determine if there are any unforeseen challenges.

Laura McIntrye, Strategic Planning Manager, said of The Lens Final:

“I’ve been absolutely blown away... today’s been a lesson for everyone – that the best ideas come from the frontline.”

You can hear more about Kasia’s idea by checking out her [Pitch Video](#) as well as checking out the highlights from [Renfrewshire Council’s Final](#).

The Lens in Action



Intrapreneur **Stuart Fyfe** proposed a pilot programme to help Prince's Trust better meet the needs of the young people they work with. He argued that embedding mental health support, through short focused interventions would improve outcomes for young people and lead to increased revenue for the organisation.

He found that:

- More than 20% of young people declared they had mental health problems, and in one programme it was 46%
- 70% of staff believed that better support for young people is a necessity
- Mental health was 1 of the top 3 barriers to young people achieving positive outcomes

Whilst still at an early stage the pilot is having an impact. With external funding secured from Glasgow City Council the Prince's Trust are able to provide targeted support that will help improve young people's life chances. Plans are underway to expand the service across Scotland. Through a new strategic partnership with a leading mental health charity.

Dan Jardine, Head of Partnerships said:

"This was a catalyst for something bigger. It's made us think about how we can combine our expertise of working with disadvantaged young people and specialists in mental health. We are really excited about the difference Stuart's idea will make."

You can hear more about Stuart's idea by checking out his [Pitch Video](#) and his thoughts on [being involved with The Lens](#).

Intrapreneur **Mandi Brown**, a very experienced care and support worker was new to Loretto Care and a qualified football coach. She used these skills to develop a new service called Walking Football which helped increase the well being and physical activity of those she worked with. Those participating gave great feedback and Mandi applied to The Lens programme to secure funding to grow the idea.

Her own journey was not easy, by her own admission. Mandi had never pitched for investment before and found the idea of presenting to a large audience very challenging. She told us she was on verge of leaving the programme on more than one occasion. Yet Mandi's motivation for her idea and recognition of what she was learning meant she attended all the workshops, growing in confidence and skill.

She found that the workshops and coaching helped develop her idea while growing her ambition to replicate it through a league across the organisation. Mandi's pitch was successful and with the money from the Investment Fund she is now able to test her idea with a plan to replicate and scale Walking Football across Loretto Care.

Mandi said:

"The Development Workshops were totally different, the process has been amazing and you get to work with great people. The people from The Lens are absolutely fantastic; they encourage you and get behind you."

You can hear more from Mandi's Walking Football Project and her journey by watching an [interview with her](#). You can also find out about her experience as a Judge by watching her [follow up interview](#).

The Lens supports the strategic aims of ScotlandCANDO

Capable

Our entrepreneurs and innovators have the support, skills, and finance to start and develop growth enterprises

•We provides the support, training, enabling infrastructure and investment to enable the development and translation of good ideas into marketable and sustainable products and services which will improve people's lives and reduce inequality.



Ambitious

Scotland is a nation that values and celebrates entrepreneurship and innovation.

•We develop an intrapreneurial mindset amongst staff, encouraging people to build the confidence to take their ideas forward. Our Finals are designed to create an intrapreneurial community, celebrate success, support implementation and encourage others to come forward with ideas.



Networked

Our entrepreneurs and innovators can network and work together to help fulfil their ambitions

•The Lens brings together best practice from across the private, public and third sectors providing access to the best tools, techniques and advice. Winners receive a tailored package of mentoring from experienced business mentors to support the implementation of their ideas.

Demand & Opportunities

Stimulating demand and market opportunities to accelerate the development of new products and services.

•The ideas created through The Lens process are generated by those closest to customers and front-line service delivery. Lens finalists receive a package of support and training including the principles of user-led design, value proposition, prototyping corporate storytelling and pitching.



The Lens is a social enterprise that helps deliver Scottish Government Social Enterprise Strategy

Intrapreneurship

Social Entrepreneurship and Innovation - Intrapreneurship

- The Lens provides opportunities for the best ideas to come from across the organisation – everyone has a chance to bring a good idea to fruition

By supporting the best ideas emerging from mission driven organisations across a range of sectors we can tackle inequality and support the development and wellbeing of our communities. This will develop activity that is locally rooted and sustainable.

The Lens creates intrapreneurship as a way to unlock entrepreneurial skills, behaviours and mindset in a range of organisations across the public, private and third sectors.



Engagement

National Recognition – International Engagement

- While operating on a national basis currently, The Lens increases opportunities for trade and investment, and can help frame, lead and accelerate global developments in the social enterprise field

The Lens encourages development of best practice and excellence in services and support for the most vulnerable in society.



Learning

Leadership Development – Learning Programmes

- The Lens offers a high quality learning and development experience for individuals across all levels of the organisations we work with.

Through our work with organisations from the third, private and public sectors we will facilitate cross-sectoral learning to further develop Intrapreneurs skills, knowledge and confidence.



Our Partners and Supporters

Our partners include:



Supported by:



Our Funders

WILLIAM GRANT
FOUNDATION



Our Team



Steve McCreadie, CEO

Steve is recognised as a leader in the field of Intrapreneurship and innovation recently presenting at TEDxGlasgow on this subject. Steve is the architect of The Lens, creating and designing its original form, subsequent iterations and spin out. Steve was a finalist in the IoD Director of Year Awards 2015, has a wealth of operational management, business development and senior leadership experience. An MSc in Leadership complements his practical experience.



Jane Whitworth, Developer

Jane brings a blend of commercial consulting experience and a rich understanding of the third sector. Prior to joining The Lens, Jane led the development of the Cranfield Trust in Scotland. She has extensive experience in strategic problem solving, managing change and supporting both teams and individuals to achieve positive change.



Megan McAlear, Business Support

Megan joined The Lens shortly after graduating with a First-Class Honours degree in Human Resource Management. Megan has keen interest in learning and development and organisation development. Her background includes work in the retail and third sector.



Iain Delworth, Operations

Iain brings a wealth of project management and operations management experience having worked in a variety of roles within the Third Sector. He is also Head of Operations for TEDxGlasgow.

Our Team



Bob Keiller, Delivery Partner

Bob is Chair of Scottish Enterprise and one of Scotland's leading, internationally renowned business people with many awards and accolades. Bob is a highly accomplished public speaker, and a leading exponent of the use of business storytelling, having used it to great effect to win multi million pound contracts in the oil and gas industry.



Jacqueline Norwood, Associate Developer

Before joining The Lens Jacqueline worked in the Housing Sector for 37 years. She has managed large investment, development and regeneration programmes and was responsible for two key initiatives within Wheatley Group. She was a senior leader when GHA won European Award for "Leading with Vision, Inspiration and Integrity" at the 2013 EFQM Finals in Vienna.



Cat Paterson, Associate Developer

Prior to joining The Lens Cat led a high performing team of intelligence analysts at the Scottish Crime and Drug Enforcement Agency bringing a mix of problem solving and project management to the fight against serious and organised crime. Whilst not working with The Lens she collaborates with a fellow coach to bring connection, collaboration and impact for Fierce and Fab Women in business. In her downtime she loves to get off the tourist trail and venture into the unknown.



Rachael Hood, Associate Developer

Prior to joining the Lens team, Rachael has worked in both Scotland and Melbourne, Australia, leading the design and delivery of youth and family services in different contexts. With a background in Community Learning Development that underpins her approach, Rachael continues an interest in different notions of and connections between wellbeing, empowerment and citizenship through continuing studies and in various professional projects.

Looking ahead - Steve McCreadie, CEO

We've proven The Lens works, with our second independent evaluation in only two years about to be published. We have seen the fantastic ideas from the intrapreneurs begin to turn into action. These have proved beyond doubt that if we provide the right platform and support for people, creativity and innovation exists in abundance. Our challenge is to release and then harness that energy.

We will continue to grow The Lens, reaching more people and helping achieve our mission to improve peoples lives through intrapreneurship. We also aim to promote collaboration across sectors, building on the shared programme model to bring differing sectors together, promoting new thinking and approaches. The Lens has proven it can play a valuable role in public sector reform, and this has been highlighted to Scottish Government by our local authority partners. We will work closely with Government to look at how this could be enhanced further.

The Lens was constituted in October 2015, having being spun out of a large children's charity in April 2015, so we are still relatively young. We are proud to operate as a social enterprise, and to model an entrepreneurial spirit. Thanks to a strong Board and dynamic team we have made a great deal of progress in a short time. We are are developing new programmes and ideas, working to create new investment funds to scale the ideas our partners prototype, and to strengthen the voices of people in communities in our work.

I would like to express my thanks to Ken Barclay, our Chair, the Board and the Lens team, whose skill, drive, determination and good humour has been invaluable. Most importantly, I want to thank the intrapreneurs whose passion and desire to improve peoples lives, carries them through each Lens programme and enables them to turn their ideas into action.

Steve McCreadie
CEO, The Lens





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